

MASTER OF SCIENCE IN MANAGEMENT

THE NAVY HUMAN RESOURCE OFFICER COMMUNITY: ASSESSMENT AND ACTION PLAN

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This research examines the Navy Human Resource Officer Community (NHROC) in the context of its formation and present makeup and lays out a plan for its immediate future. A thorough review of civilian human resource management and development as well as current initiatives in Navy Human Resources (HR) was examined. The research introduces concepts associated with virtual communities and Communities of Practice and presents lessons learned from the Information Professional Community's virtual community initiative. A survey of the NHROC was conducted to formulate ideas and analyze concepts important to building a virtual community that instill a learning culture indicative of a Community of Practice. The data makes the case for founding a NHROC virtual workplace continuum to foster knowledge sharing, organizational development through continuous learning, and community effectiveness. It provides concepts for a virtual workplace, reviews social considerations, and outlines resource requirements.

KEYWORDS: Human Resources, Navy Human Resource Officer Community, Virtual Community, Community of Practice, Manpower, Personnel, Training

MILITARY HOUSING PRIVATIZATION INITIATIVE LESSONS LEARNED PROGRAM: AN ANALYSIS

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The Military Housing Privatization Initiative (MHPI) represents a dramatic revision in the construction and maintenance of military housing. Since its inception in 1996, the number of projects has grown exponentially and the learning process has been continuous and steep. This thesis researches the effectiveness of the methods in place at the Department of Defense and Service levels to document, share, and, above all, learn from past experiences. This analysis reviews the cumulative documented lessons from all Services and compares it to the lessons learned within the first jointly partnered privatization project at the Presidio of Monterey (POM) and Naval Postgraduate School (NPS) in Monterey, California.

This research showed at least six lessons previously documented within the lessons learned system, which were relearned at the POM/NPS project. Given this data, the lessons learned program is a partial success but overall has a positive impact on the MHPI. The current lessons learned program improves each new privatization project, ensuring it does not experience all of the same lessons from previous projects. Only a few lessons seem to slip through the cracks and are repeated even after documentation and distribution.

KEYWORDS: Military Family Housing, Military Housing Privatization Initiative, MHPI, Privatization, Public Private Venture, Residential Communities Initiative, RCI, Lessons Learned

